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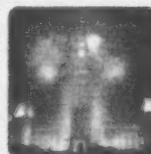
CANADIAN HERITAGE

2012-13

Departmental Sustainable Development Strategy

Original signed by:

The Honourable James Moore, P.C., M.P.
Minister of Canadian Heritage and Official Languages



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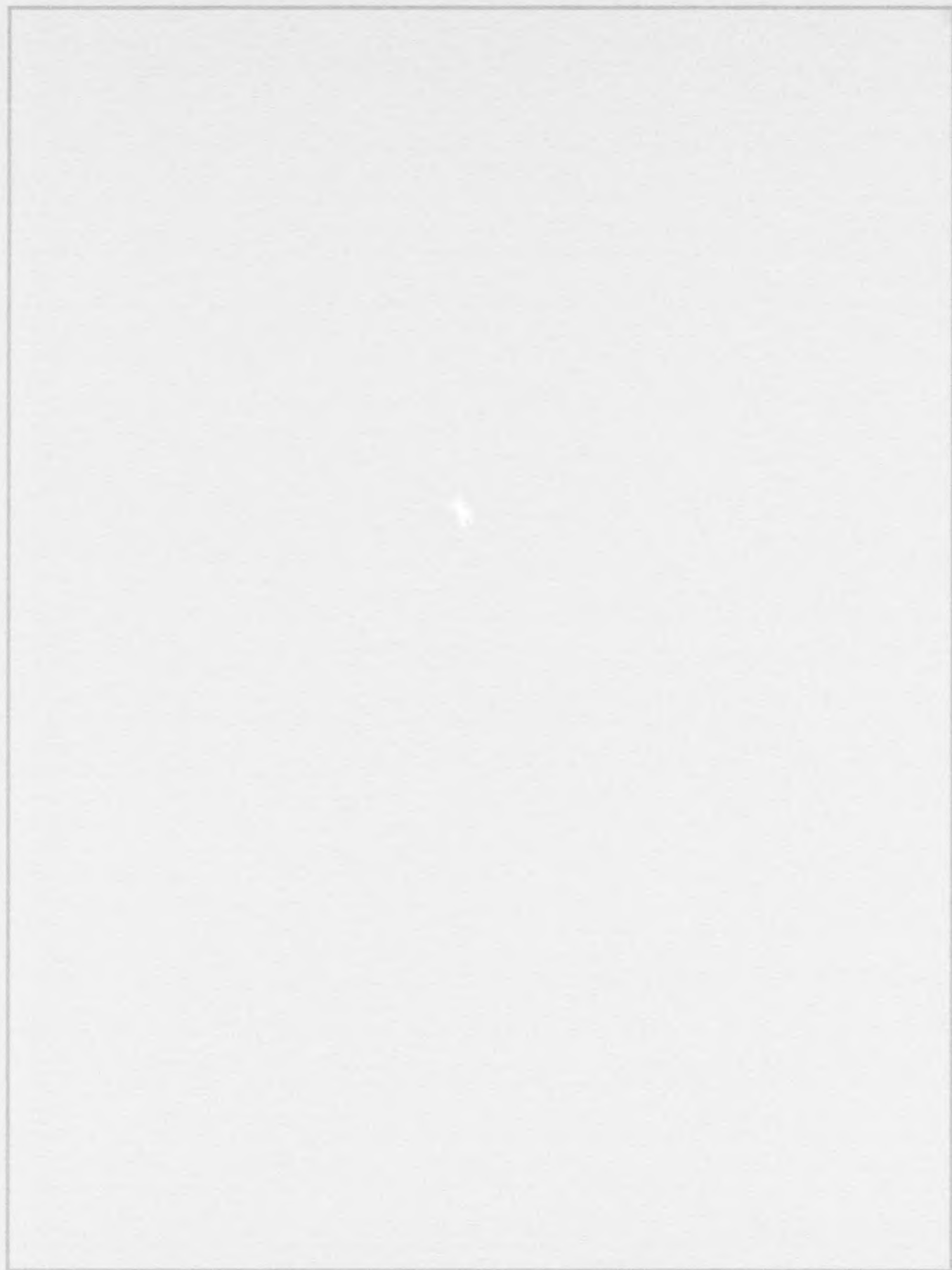
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MINISTER'S MESSAGE

Minister of Canadian Heritage
and Official Languages



Ministre du Patrimoine canadien
et des Langues officielles

Ottawa, Canada, K1A 0M5

Canadian Heritage remains committed to sustainable development in order to ensure long-term benefits for Canadians. That is why we are taking steps to meet our obligations on sustainable development by integrating environmental considerations into our organizational decision making.

In compliance with the *Federal Sustainable Development Strategy* tabled in October 2010, Canadian Heritage has implemented measures that demonstrate its commitment to sustainable development. The Department will draw on outcomes and lessons learned from previous strategies to further reduce the environmental impacts of its operations. It will also use its governance structure to ensure accountability and sound decision-making.



Canadian Heritage has developed specific and measurable goals that will contribute towards greening Government. For example, during the 2011-12 fiscal year, Canadian Heritage began to reduce the ratio of departmental office employees to printing units. Removal of surplus units has already begun and should be completed by early Fall 2012. The Department will continue to align its operations with the goals that have been set.

I am pleased to present *Canadian Heritage's Sustainable Development Strategy for 2012-13*.

The Honourable James Moore, P.C., M.P.

SECTION I – Federal Sustainable Development Strategy



Federal Sustainable Development Strategy

The 2008 *Federal Sustainable Development Act* requires the Government of Canada to develop a *Federal Sustainable Development Strategy* (FSDS)¹ and to update it every three years. The Strategy includes federal sustainable development goals and targets as well as implementation strategies for meeting each target. The government will report every three years on progress toward achieving the goals and targets established in the Strategy.

The FSDS establishes a framework for sustainable development planning and reporting with three key elements:

- An integrated, whole-of-government picture of actions and results to achieve environmental sustainability;
- A link between sustainable development planning and reporting and the Government's core expenditure planning and reporting system; and,
- Effective measurement, monitoring and reporting in order to track and report on progress to Canadians.

The FSDS brings together goals, targets and implementation strategies which have been created through the normal course of government decision-making. The FSDS itself does not establish new goals and targets, with the exception of those for greening government operations (GGO), rather it makes the outcomes of decision making more transparent.

Goals, targets, and implementation strategies are organized under four priority themes:

- I. Addressing climate change and clean air;
- II. Maintaining water quality and availability;
- III. Protecting nature; and
- IV. Shrinking the environmental footprint - Beginning with government.

¹ The whole FSDS is available on Environment Canada website at: <http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=F93CD795-1>

The FSDS focuses on environmental sustainability as a first step in integrating environmental concerns with economic and social considerations and sets in motion a process that will over time improve the way in which environmental, economic and social issues are considered. The FSDS will be updated every three years to report on what measures have been taken to address sustainable development, and which priorities remain to be addressed.

The FSDS, tabled in October 2010:

- links sustainable development to the Government's planning and reporting processes through the Expenditure Management System (EMS);
- uses environmental indicators to measure and report on progress of the FSDS;
- uses SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) criteria to establish the targets in the FSDS; and
- outlines the government's commitment to strengthen the application of strategic environmental assessments (SEAs). This will improve the consideration of environmental concerns when making economic or social decisions by applying the FSDS goals and targets when undertaking SEAs, reporting on the results of SEAs in *Departmental Performance Reports* (DPR), and describing the contribution of a proposal to the achievement of the FSDS goals and targets in the SEA public statements.

The FSDS goals, targets and implementation strategies give a detailed description of federal government activities under each heading, so for the first time it is possible to see all activities in one place. The first Progress Report on the Federal Sustainable Development Strategy 2010-13 published on June 16, 2011 is available on Environment Canada's website (<http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=917F8B09-1>). Publication of the second Progress Report is scheduled for Fall 2012.

2010 Federal Sustainable Development Strategy

Theme IV: Shrinking the Environmental Footprint – Beginning with Government- Greening of Government Operations (GGO)

The 2010 Strategy continues to apply and it is the FSDS's Theme IV (Shrinking the Environmental Footprint – Beginning with Government- Greening of Government Operations (GGO)), which includes the mandatory parameters for Canadian Heritage.

The Government of Canada is a major consumer of natural resources and a producer of air emissions and waste products which have a significant impact on the environment. As custodian, fleet manager, procurer of goods and services, and employer, the Government has demonstrated a commitment to do its part to reduce the impact of its operations and leadership with regard to greening operations.

With this in mind, the federal government has developed new targets in the areas of green buildings, greenhouse gas emissions, electronic waste, printing units, paper consumption, green meetings, and green procurement. Public Works and Government Services Canada will continue to provide technical support to departments in greening their operations.

GGO Theme IV: What applies to Canadian Heritage?

| Responsibility for Greening Government Operations Targets | | | | | |
|---|-----------------|-------------------|--|---|--------------------------------|
| Departments and Agencies ¹ | Green Buildings | Green Procurement | E-waste, Printing Units, Paper Consumption Green Meetings | GHG* emissions from buildings and fleet | GHG* emissions from fleet only |
| Canadian Heritage | Yes | Yes | Yes | No | No |

*Legend: GHG: Green House Gas

Source: Extract from Canada, *FSDS, Annex 4: Theme IV, Shrinking the Environmental Footprint - Beginning with Government, Goal: Greening Government Operations, Minimize the environmental footprint of government operations*, Figure 6. (<http://www.cc.gc.ca/dd-sd/default.asp?lang=En&n=D39CB7AC-1>)

SECTION II – Departmental Overview of Canadian Heritage and Vision for Sustainable Development



Canadian Heritage's Sustainable Development Strategies

Canadian Heritage has implemented a number of sustainable development strategies since 1997 in which it focused on ensuring that the environmental impacts of its decisions were understood, weighed and appropriately addressed. The plans were presented in the Department's various *Reports on Plans and Priorities*. Results—whether in improvements to operational practices or increased capacity to undertake strategic environmental assessments of programs and policies—were reported in previous *Departmental Performance Reports*².

Raison d'être of the Department of Canadian Heritage

The Department of Canadian Heritage (the Department) and Canada's major national cultural institutions play a vital role in the cultural, civic and economic life of Canadians. We work together to support culture, arts, heritage, official languages, citizenship and participation, in addition to Aboriginal, youth and sport initiatives.

² Canada, Treasury Board of Canada Secretariat, Estimates: <http://www.tbs-sct.gc.ca/est-pre/index-eng.asp>.

Planning Summary of the Department of Canadian Heritage

Financial Resources

The table below provides a summary of the total planned spending for Canadian Heritage for the next three fiscal years.

| Financial Resources | 2012-13 | 2013-14 | 2014-15 |
|---------------------|---------|---------|---------|
| (\$ millions) | 1,300.0 | 1,391.9 | 1,446.1 |

Human Resources (Full-time Equivalent – FTE)

The table below provides a summary of the total planned human resources for Canadian Heritage for the next three fiscal years and is calculated based on the expected salary dollars.

| Human Resources | 2012-13 | 2013-14 | 2014-15 |
|------------------------------|---------|---------|---------|
| Full-time Equivalents (FTEs) | 1,635.4 | 1,616.9 | 1,610.3 |

Increase in planned spending in 2013-14 and 2014-15 is primarily due to the 2015 Pan American and Parapan American Games, which is all in Vote 5 Contribution funding. Therefore, this has no major impact on the number of FTEs in the Department.

Canadian Heritage operates in six regions in Canada:

- Western Region (British Columbia, Alberta, Yukon);
- Prairies and Northern Region (Saskatchewan, Manitoba, North West Territories, Nunavut);
- Ontario Region;
- Québec Region;
- Atlantic Region (New Brunswick, Prince Edward Island, Nova Scotia, Newfoundland and Labrador); and
- National Capital Region.

Approximately 84% of all Canadian Heritage employees are based in the National Capital Region.

Contribution to the Federal Sustainable Development Strategy (FSDS)

The Department of Canadian Heritage will continue to contribute to the *Federal Sustainable Development Strategy (FSDS)*, released in October 2010, by developing its own *Departmental Sustainable Development Strategy (DSDS)*, as prescribed by the FSDS. The theme applying to Canadian Heritage is Theme IV: "*Shrinking the environmental footprint - Beginning with government*". Canadian Heritage is fully committed to the success of the Greening of Government Operations (GGO).

As in the past, the DSDS is included in the *2012-13 Report on Plans and Priorities* of Canadian Heritage and will be updated annually. Results will be included in its *Departmental Performance Report* each subsequent year.

Overall Responsibilities of Canadian Heritage

The Department of Canadian Heritage is responsible for programs and policies that help all Canadians participate in their shared cultural and civic life. The Department's legislative mandate is set out in the *Department of Canadian Heritage Act* and other statutes for which the Minister of Canadian Heritage and Official Languages is responsible and presents a wide-ranging list of responsibilities for the Minister under the heading of "Canadian identity and values, cultural development, and heritage."

The Department oversees numerous statutes, namely the *Broadcasting Act*, the *Copyright Act* and the *Investment Canada Act* (the latter two acts shared with Industry Canada), the *Official Languages Act* (Part VII), the *Museums Act*, the *Cultural Property Export and Import Act*, the *Status of the Artist Act*, and the *Physical Activity and Sport Act* (shared with Health Canada).

The Minister of Canadian Heritage and Official Languages is accountable to Parliament for the Department and the 20 organizations that make up the *Canadian Heritage Portfolio*.

Strategic Outcomes

The Department's activities are structured around three strategic outcomes. The details on these strategic outcomes are listed in Canadian Heritage's *2012-13 Report on Plans and Priorities* (<http://www.pch.gc.ca/pch-ch/publctn/mindep-eng.cfm>).

1. **Canadian artistic expressions and cultural content are created and accessible at home and abroad** – this speaks to the creative and economic importance of the continued existence and public availability of Canadian cultural products, artistic work by Canadian creators and performers and Canada's cultural heritage.

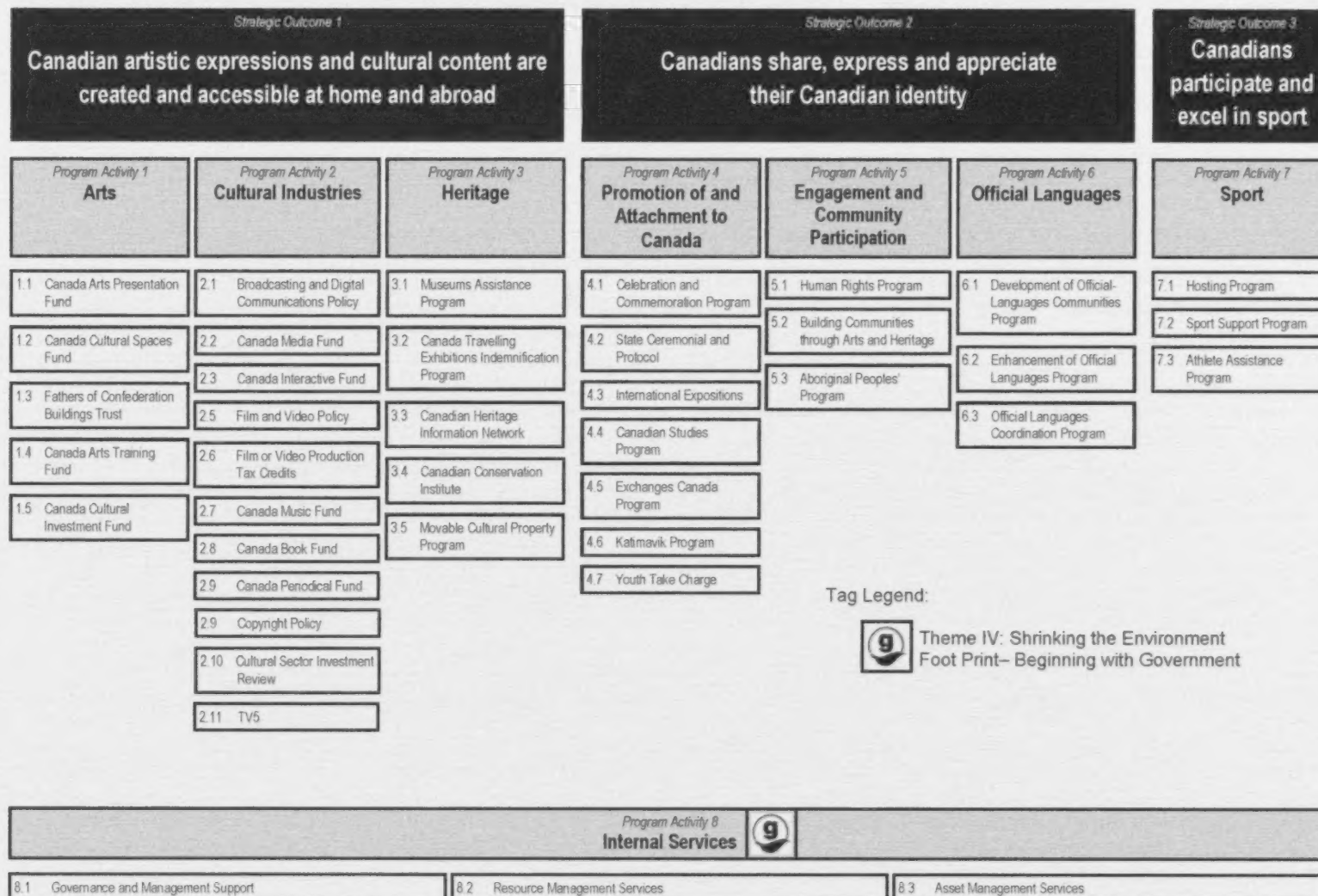
2. **Canadians share, express and appreciate their Canadian identity** – this supports the mandate of fostering a stronger Canadian identity through active, engaged, inclusive citizenship and recognition of the importance of both linguistic duality and a shared civic identity.
3. **Canadians participate and excel in sport** – this speaks to the beneficial effects of sport participation on the health and well-being of individuals and to the impact of international achievement in sport on Canadian pride.

Program Activity Architecture (PAA)

The Program Activity Architecture (PAA) illustrates how the Department's programs and activities are linked and how their expected results are organized in order to achieve the Department's strategic outcomes and mandate. A Performance Measurement Framework (PMF) has been developed to serve as an objective basis for collecting information related to the intended results of the Department's programs. The *2012-13 Report on Plans and Priorities* is based on the PAA and the expected results and performance indicators identified in the PMF.

Theme IV of FSDS is included in Program Activity 8 (Internal Services) of Canadian Heritage's Program Activity Architecture.

2012-13 Program Activity Architecture



Departmental Vision for the Sustainable Development Strategy

In regards to sustainable development, the Department of Canadian Heritage has a vision built on the *Federal Sustainable Development Act* (2008) and on the *Federal Sustainable Development Strategy* (FSDS) (October 2010).

Canadian Heritage aims to contribute to the achievement of the highest level of sustainable development as a means to fulfilling its mandate.

Canadian Heritage will:

- integrate sustainable development in operational planning and governance structures³;
- contribute to sustainable development within the legislative mandate of the Department as set out in the *Department of Canadian Heritage Act* and in other statutes for which the Minister of Canadian Heritage is responsible, which offers an extensive but not exhaustive list of responsibilities for the Minister under the heading of “Canadian identity and values, cultural development, and heritage.”⁴
- contribute to the *Federal Sustainable Development Strategy* by improving the environmental impacts of its internal operations (GGO activities)⁵. The Department will continue to change the way it operates by ensuring that specific, measurable, attainable, relevant and time bound goals for greening Government operations are developed and met.

Canadian Heritage aims to achieve the following seven areas and goals of Theme IV (GGO):

- Green Buildings: Only one target applies to Canadian Conservation Institute (CCI) Building:** As of April 1, 2012, and pursuant to departmental strategic frameworks, existing crown buildings over 1000m² will be assessed for environmental performance using an industry-recognized assessment tool.
- Disposal of Electronic and Electric Waste:** By March 31, 2014, Canadian Heritage will reuse or recycle all surplus electronic and electrical equipment (EEE) in an environmentally sound and secure manner.
- Manage Printing:** By March 31, 2013, Canadian Heritage will achieve an 8:1 average ratio of office employees to printing units. The Department will apply target where building occupancy levels, security considerations, and space configuration allow.

³ This relates to Section 5 of *Federal Sustainable Development Act* (FSDA)

⁴ This relates to Section 11 of the FSDA.

⁵ This relates to Section 11 of the FSDA.

- d. **Reduce Paper Consumption:** By March 31, 2014, Canadian Heritage will reduce internal paper consumption per office employee by 20%. Each department will establish a baseline between 2005-06 and 2011-12, and applicable scope.
- e. **Green Meetings:** By March 31, 2012, Canadian Heritage will adopt a guide for greening meetings.
- f. **Green Procurement:** As of April 1, 2011, Canadian Heritage will establish at least 3 SMART green procurement targets to reduce environmental impacts.
 - (i) By March 31, 2014, 80% of furniture purchases will be through PWGSC Green Standing Offers;
 - (ii) By March 31, 2014, 80% of Information Technology (IT) Hardware purchases will have at least one environmental attribute (e.g., energy star); and
 - (iii) As of April 1, 2011, Canadian Heritage will ensure that 90% of paper purchases have a minimum of 30% recycled content.
- g. **Training, Employee Performance Evaluations, and Management Processes and Controls:** As of April 1, 2011, Canadian Heritage will establish SMART targets for training, employee performance evaluations, and management processes and controls, as they pertain to procurement decision-making:
 - (i) Training for select employees: By March 31, 2014, 90% of materiel managers and procurement personnel will have taken a recognized training course on green procurement offered by the Canada School of Public Service and 90% of new acquisition cardholders will have been trained on green procurement practices through departmental training;
 - (ii) Employee performance evaluations for managers and functional heads of procurement and materiel management: By March 31, 2012, all identified managers and functional heads will have environmental consideration clauses incorporated into their performance evaluations; and
 - (iii) Management and controls: By March 31, 2014, a minimum of 3 designated procurement and material management processes and controls will include environmental performance considerations.

The Department of Canadian Heritage will also continue to work with other federal departments and agencies to develop future Sustainable Development Strategies that will incrementally develop the environmental, social and economic pillars of sustainable development.

SECTION III – Departmental Practices Related to Decision-Making and Sustainable Development



Departmental organization for the Sustainable development strategy

In the Department of Canadian Heritage, the Sustainable Development Strategy (SDS) is under the Program Activity 8: Internal Services, as only Theme IV of the Federal Sustainable Development Strategy applies to Canadian Heritage. The SDS will be implemented within existing resources.

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization, and not to those provided specifically to a program.

Among these areas, specific branches contribute to the development of the SDS:

- Human Resources Management Services;
- Information Technology Services;
- Real Property Services;
- Materiel Services;
- Acquisition Services; and
- Legal Services.

Program Activity 8 (Internal Services): Human Resources and Planned Spending, 2012-13 to 2014-15

| Human Resources (FTEs) and Planned Spending (\$ millions) | | | | | |
|---|------------------|---------|------------------|---------|------------------|
| 2012-13 | | 2013-14 | | 2014-15 | |
| FTEs | Planned Spending | FTEs | Planned Spending | FTEs | Planned Spending |
| 650.0 | 88.1 | 649.6 | 84.9 | 649.6 | 84.9 |

Departmental Working Group on Sustainable Development

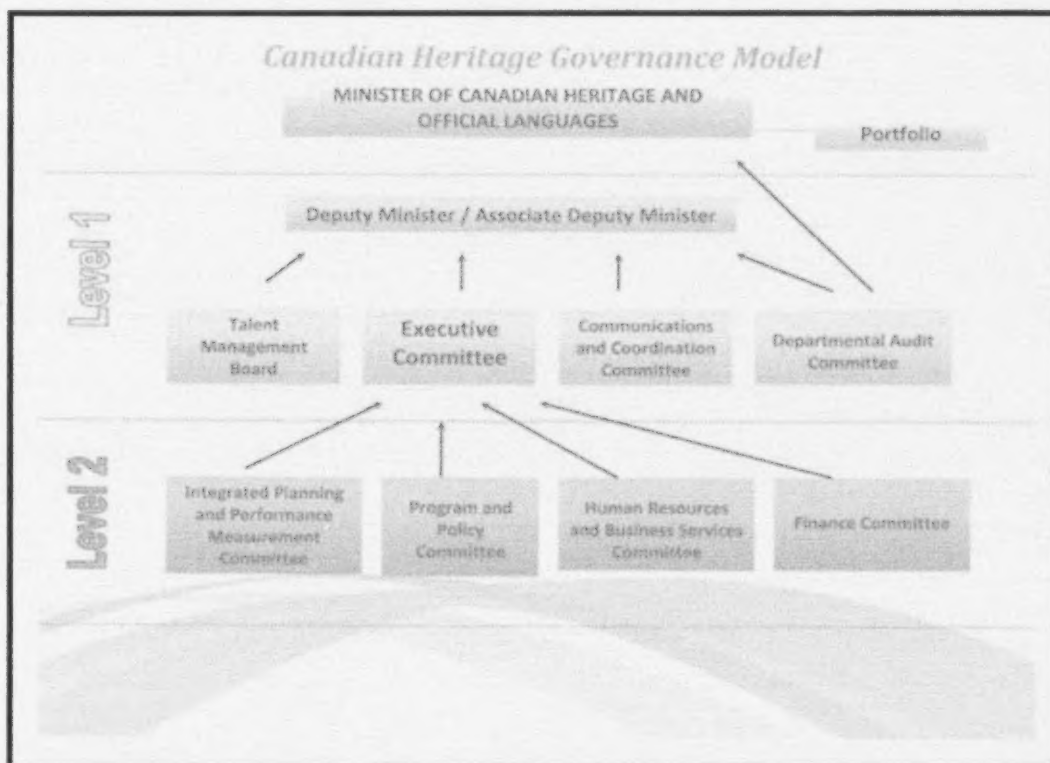
The Canadian Heritage Working Group on Sustainable Development (specialists and Directors General) continues to implement and monitor the Canadian Heritage *Sustainable Development Strategy*. Senior level approval is done through the *Report on Plans and Priorities* (RPP) and the *Departmental Performance Report* (DPR) approval processes (see the chart of the Department Governance Structure).

The Working Group is chaired by the Director General, Strategic Policy, Planning and Research (within the Strategic Policy, Planning and Corporate Affairs Sector).

The main partners of the Departmental Working Group for SDS are:

- Contracting and Material Management Directorate (within Financial Management Branch).
- Facilities Management Directorate (within Human Resources Workplace Management Branch).
- Corporate Services and Real Property, Canadian Conservation Institute (within Citizenship and Heritage Sector).
- Strategic Planning, Policy and Performance Directorate (within the Chief Information Officer Branch, Strategic Policy, Planning and Corporate Affairs Sector).
- Strategic Policy, Planning and Research Branch, (within the Strategic Policy, Planning and Corporate Affairs Sector).
- Cabinet Affairs Directorate (within Strategic Policy, Planning and Research Branch, (for Strategic Environmental Assessments implementation) (within the Strategic Policy, Planning and Corporate Affairs Sector).
- Legal Services.
- Regional offices.

Canadian Heritage Governance Structure



Strategic Environmental Assessments Planned Highlights and Commitments

The Department is continuing to implement the *2004 Cabinet Directive on Strategic Environmental Assessment* and its *2010 Guidelines*⁶, particularly for Memoranda to Cabinet (MC) and Treasury Board submissions.

A questionnaire accompanied by a guide is being developed that will help to determine when a Strategic environmental assessment (SEA) is required at the MC or at the TB submission phase. SEAs, when needed, will continue to incorporate environmental considerations into the development of public policies and strategic decisions. SEA's also serves to strengthen accountability and provide greater public confidence that federal government decisions are being made in full awareness of the potential environmental impact.

⁶ This 2004 Cabinet Directive is available at : <http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=information&sub=publications>
The 2010 Guidelines are available at : <http://www.ceaa-acee.gc.ca/default.asp?lang=En&n=B3186435-1>

SECTION IV – Implementation Strategies for Sustainable Development, Theme IV: Shrinking the Environmental Footprint - Beginning with Government



Introduction

This Section reproduces the online table on Greening of Government Operations (GGO) which is part of the Canadian Heritage's *2012-13 Report on Plans and Priorities* (available on Canadian Heritage website at <http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm> and on the Treasury Board of Canada Secretariat website at <http://www.tbs-sct.gc.ca/est-pre/index-eng.asp>).

The entire GGO table is a requirement whose content and format are prescribed by the Treasury Board of Canada Secretariat in its *Supplementary Information Tables, 2012-13 Report on Plans and Priorities, Template for the Electronic Document*. Even if some tables are not applicable to Canadian Heritage, we are obliged to include them in the document.

Greening Government Operations (GGO)

Overview

The GGO supplementary table applies to departments and agencies bound by the *Federal Sustainable Development Act*, the *Policy on Green Procurement*, or the *Policy Framework for Offsetting Greenhouse Gas Emissions from Major International Events*.

Please note:

- RPP refers to *Reports on Plans and Priorities* and represents planned / expected results.
- DPR refers to *Departmental Performance Reports* and represents actual results.

Green Building Targets

8.1 As of April 1, 2012, and pursuant to departmental strategic frameworks, new construction and build-to-lease projects, and major renovation projects, will achieve an industry-recognized level of high environmental performance¹.

| Performance Measure | RPP | DPR |
|---|-----|-----|
| Target Status | | |
| Number of completed new construction, build-to-lease and major renovation projects in the given fiscal year, as per departmental strategic framework. <i>(Optional in FY 2011-12)</i> | N/A | |
| Number of completed new construction, build-to-lease and major renovation projects that have achieved an industry-recognized level of high environmental performance in the given fiscal year, as per departmental strategic framework. <i>(Optional in FY 2011-12)</i> | N/A | |
| Existence of strategic framework. <i>(Optional in RPP 2011-12)</i> | N/A | |

Strategies / Comments

- i.
- ii.
- iii.

8.2 As of April 1, 2012, and pursuant to departmental strategic frameworks, existing crown buildings over 1000m² will be assessed for environmental performance using an industry-recognized assessment tool².

| Performance Measure | | RPP | DPR |
|--|------------|------|-----|
| Target Status | | | |
| Number of buildings over 1000m ² , as per departmental strategic framework. <i>(Optional in FY 2011-12)</i> | | 1 | |
| Percentage of buildings over 1000m ² that have been assessed using an industry-recognized assessment tool, as per departmental strategic framework. <i>(Optional in FY 2011-12)</i> | FY 2011-12 | 0% | |
| | FY 2012-13 | 100% | |
| | FY 2013-14 | 100% | |
| Existence of strategic framework. <i>(Optional in RPP 2011-12)</i> | | Yes | |

Strategies / Comments

- i. The strategic framework will be completed in March 2012.
- ii. In 2012-13, the strategic framework implementation will carry out the first building environmental assessment to determine reference levels.
- iii. In 2013-14, the evaluation tools to obtain the Boma Best environmental certification program will be operational.

8.3 As of April 1, 2012, and pursuant to departmental strategic frameworks, new lease or lease renewal projects over 1000m², where the Crown is the major lessee, will be assessed for environmental performance using an industry-recognized assessment tool³.

| Performance Measure | RPP | DPR |
|---|-----|-----|
| Target Status | | |
| Number of completed lease and lease renewal projects over 1000m ² in the given fiscal year, as per departmental strategic framework. <i>(Optional in FY 2011-12)</i> | N/A | |
| Number of completed lease and lease renewal projects over 1000m ² that were assessed using an industry-recognized assessment tool in the given fiscal year, as per departmental strategic framework. <i>(Optional in FY 2011-12)</i> | N/A | |
| Existence of strategic framework. <i>(Optional in RPP 2011-12)</i> | N/A | |

Strategies / Comments

- i.
- ii.
- iii.

8.4 As of April 1, 2012, and pursuant to departmental strategic frameworks, fit-up and refit projects will achieve an industry-recognized level of high environmental performance⁴.

| Performance Measure | RPP | DPR |
|--|-----|-----|
| Target Status | | |
| Number of completed fit-up and refit projects in the given fiscal year, as per departmental strategic framework. <i>(Optional in FY 2011-12)</i> | N/A | |
| Number of completed fit-up and refit projects that have achieved an industry-recognized level of high environmental performance in the given fiscal year, as per departmental strategic framework. <i>(Optional in FY 2011-12)</i> | N/A | |
| Existence of strategic framework. <i>(Optional in RPP 2011-12)</i> | N/A | |

Strategies / Comments

- i.
- ii.
- iii.

Greenhouse Gas Emissions Target

8.5 The federal government will take action now to reduce levels of greenhouse gas emissions from its operations to match the national target of 17% below 2005 by 2020.

| Performance Measure | RPP | DPR |
|---------------------|-----|-----|
|---------------------|-----|-----|

| Target Status | | | |
|---|------------|-----|--|
| Departmental GHG reduction target: Percentage of absolute reduction in GHG emissions by fiscal year 2020-21, relative to fiscal year 2005-06. | | N/A | |
| Departmental GHG emissions in fiscal year 2005-06, in kilotonnes of CO ₂ equivalent. | | N/A | |
| Departmental GHG emissions in the given fiscal year, in kilotonnes of CO ₂ equivalent. | FY 2011-12 | N/A | |
| | FY 2012-13 | N/A | |
| | FY 2013-14 | N/A | |
| | FY 2014-15 | N/A | |
| | FY 2015-16 | N/A | |
| | FY 2016-17 | N/A | |
| | FY 2017-18 | N/A | |
| | FY 2018-19 | N/A | |
| | FY 2019-20 | N/A | |
| | FY 2020-21 | N/A | |
| Percent change in departmental GHG emissions from fiscal year 2005-06 to the end of the given fiscal year. | FY 2011-12 | N/A | |
| | FY 2012-13 | N/A | |
| | FY 2013-14 | N/A | |
| | FY 2014-15 | N/A | |
| | FY 2015-16 | N/A | |
| | FY 2016-17 | N/A | |
| | FY 2017-18 | N/A | |
| | FY 2018-19 | N/A | |
| | FY 2019-20 | N/A | |
| | FY 2020-21 | N/A | |
| Existence of an implementation plan to reduce GHG emissions. | | N/A | |

Strategies / Comments

- i.
- ii.
- iii.

Surplus Electronic and Electrical Equipment Target

8.6 By March 31, 2014, each department will reuse or recycle all surplus electronic and electrical equipment (EEE) in an environmentally sound and secure manner.

| Performance Measure | | RPP | DPR |
|---|------------|-----|-----|
| Target Status | | | |
| Existence of implementation plan for the disposal of all departmentally-generated EEE. (<i>Optional in RPP 2011-12</i>) | | Yes | |
| Total number of departmental locations with EEE implementation plan fully implemented, expressed as a percentage of all locations, by the end of the given fiscal year. | FY 2011-12 | 1/6 | |
| | FY 2012-13 | 4/6 | |
| | FY 2013-14 | N/A | |

Strategies / Comments

Definition of Location: Region

Number of Locations with Canadian Heritage:

- Canadian Heritage operates in 6 Regions in Canada:
 - i. Western Region (British Columbia, Alberta, Yukon)
 - ii. Prairies and Northern Region (Saskatchewan, Manitoba, North West Territories, Nunavut)
 - iii. Ontario Region
 - iv. Québec Region
 - v. Atlantic Region
 - vi. National Capital Region
- Approximately 80% of all Canadian Heritage employees are based in the National Capital Region.

Implementation Strategies:

- In the National Capital Region, surplus EEE is centrally controlled by Contracting and Materiel Management Directorate (CMMD). Disposal takes place in accordance with the Treasury Board Secretariat's *Directive on Disposal of Surplus Materiel* requirements and practices.
- An ongoing assessment of the remaining regional practices and funding implications will be conducted to determine a process for rolling out the implementation plan to the regions. All regions will have fully implemented the EEE implementation plan by March 31, 2014.

Roles, Responsibilities and Key Activity Areas:

- Responsibility Centre Managers are responsible for the management of assets. Once an asset is no longer required, they are responsible for identifying the asset as surplus and for informing the proper functional areas (e.g. CMMD, Facilities Management, Knowledge, Information and Technology Services (KITS), etc.)
- CMMD manages the warehousing and storage functions associated with surplus EEE and oversees proper surplus EEE disposal, once the necessary verifications have been done by other potential stakeholders (e.g. KITS), using the appropriate disposal mechanism (Computers for Schools Program, Crown Assets Disposal, E-Waste Recycling DISO or Provincial Program, etc.)

Mechanisms to Evaluate Plan Effectiveness:

- Canadian Heritage will rely on internal reports that will be generated through its Internal Financial Management System (SAP), as well as disposal records to evaluate the effectiveness of its EEE disposal activities.

Plans/Strategies for Intradepartmental Engagement:

- Communications with regional offices will continue in order to ensure a proper understanding of the strategy's objectives as they relate to surplus electronic and electrical equipment and to allow for a successful implementation of EEE disposal practices.
- Facilities Management and KITS will be involved in the disposal of surplus assets for which they have some responsibilities.

Printing Unit Reduction Target

8.7 By March 31, 2013, each department will achieve an 8:1 average ratio of office employees to printing units. Departments will apply target where building occupancy levels, security considerations, and space configuration allow.

| Performance Measure | | RPP | DPR |
|--|------------|------|-----|
| Target Status | | | |
| Ratio of departmental office employees to printing units in fiscal year 2010-11, where building occupancy levels, security considerations and space configuration allow. <i>(Optional)</i> | | N/A | |
| Ratio of departmental office employees to printing units at the end of the given fiscal year, where building occupancy levels, security considerations and space configuration allow. | FY 2011-12 | N/A | |
| | FY 2012-13 | 8 :1 | |
| | FY 2013-14 | N/A | |

Strategies / Comments

- Canadian Heritage defines a printing unit as a printer or a photocopier.
- Canadian Heritage's criteria for exclusions include: employees with limited mobility, high output volume requirements, compatibility with software applications, specific technical imaging devices (i.e. plotters, printers linked to laboratory equipment, etc.), and printer requirements associated to formal telework arrangements.
- Surplus printers will be removed from operating areas as offices are vacated.
- A consolidation exercise will be initiated to reduce the overall number of printers and multi-functional devices.
- An implementation plan is being developed in consultation with the Sectors.

Paper Consumption Target

8.8 By March 31, 2014, each department will reduce internal paper consumption per office employee by 20%. Each department will establish a baseline between 2005-06 and 2011-12, and applicable scope.

| Performance Measure | RPP | DPR |
|---------------------|-----|-----|
| Target Status | | |

| | | | |
|--|------------|-----|--|
| Number of sheets of internal office paper purchased or consumed per office employee in the baseline year selected, as per departmental scope. <i>(Optional in RPP 2011-12)</i> | | N/A | |
| Cumulative reduction (or increase) in paper consumption, expressed as a percentage, relative to baseline year selected. <i>(Optional in RPP 2011-12)</i> | FY 2011-12 | N/A | |
| | FY 2012-13 | 10% | |
| | FY 2013-14 | N/A | |

Strategies / Comments

- Information to track this progress against this target is available from the SAP system. Total amounts of paper purchase will be divided by the amount of employees reported in the RPP in order to calculate a consumption average. A comparison to the baseline year data will then be done to evaluate progress.
- Employees will be encouraged, through the printer and multi-functional device exercise, to be creative in the use of alternative tools and work arrangements in order to support a reduction in the consumption of paper.

Green Meetings Target

| 8.9 By March 31, 2012, each department will adopt a guide for greening meetings. | | |
|---|--|-----|
| Performance Measure | RPP | DPR |
| Target Status | | |
| Presence of a green meeting guide. <i>(Optional in RPP 2011-12)</i> | (HRBSC) Human Resources Business Services Committee | |

Strategies / Comments

- The Green Meeting Guide was developed.
- The Recommendations in the guide, will be implemented gradually during 2012-13. The guide will be integrated progressively as the structure of the Department becomes more stable, following the implementation of various modernization initiatives.

Green Procurement Targets

8.10 As of April 1, 2011, each department will establish at least 3 SMART green procurement targets to reduce environmental impacts.

| By March 31, 2014, 80% of furniture purchases will be through PWGSC Green Standing Offers. | | |
|---|-----|-----|
| Performance Measure | RPP | DPR |
| Target Status | | |
| Percentage of furniture purchased through PWGSC green standing offers, relative all furniture purchases in the given fiscal year. | 80% | |
| Progress against measure in the given fiscal year. | N/A | |

Strategies / Comments

Canadian Heritage has ensured that this target meets SMART criteria, including:

- **Specific:** This target applies to a specific percentage of departmental furniture purchases.
- **Measurable:** The source of purchase, in comparison to the total volume of purchases will be used to determine success rate. Information to track this progress against this target is / will be available from the SAP system.
- **Achievable:** Consolidation of requirements and information sharing to increase awareness will be used to guide the Department in meeting its target.
- **Relevant:** Furniture is among the top spend categories for the Department.
- **Time bound:** Target must be complete by March 31, 2014.

Implementation Strategy:

- Canadian Heritage will continue to monitor furniture procurement activities to ensure that the established targets are met.
- Recommendations will be made to clients purchasing furniture, promoting green procurement items.

| By March 31, 2014, 80% of IT Hardware purchases will have at least one environmental attribute (e.g., energy star). | | |
|---|-----|-----|
| Performance Measure | RPP | DPR |
| Target Status | | |
| Percentage of IT hardware purchases that have at least one environmental attribute, relative to all IT hardware purchases in the given fiscal year. | 80% | |
| Progress against measure in the given fiscal year. | N/A | |

Strategies / Comments

Canadian Heritage has ensured that this target meets SMART criteria, including:

- **Specific:** This target applies to a specific percentage of departmental IT hardware purchases.
- **Measurable:** The source of purchase and product specifications will be used to determine the success rate. Information to track this progress against this target is available from the SAP system.
- **Achievable:** Consolidation of requirements and information sharing to increase awareness will be used to guide the Department in meeting its target.
- **Relevant:** IT hardware is among the top spend categories for the Department.
- **Time bound:** Target must be complete by March 31, 2014.

Implementation Strategy:

- Canadian Heritage will continue to monitor IT hardware procurement activities to ensure that the established targets are met.
- Recommendations will be made to clients purchasing IT hardware, promoting green procurement items.

| As of April 1, 2011, Canadian Heritage will ensure that 90% of paper purchases have a minimum of 30% recycled content. | | |
|--|-----|-----|
| Performance Measure | RPP | DPR |

| | |
|--|-----|
| Target Status | |
| Percentage of paper purchased through the green standing offer and printing contracts, relative to all paper purchased in the given fiscal year. | 90% |
| Progress against measure in the given fiscal year. | N/A |

Strategies / Comments

- **Specific:** This target applies to a specific percentage of departmental paper purchases.
- **Measurable:** The source of purchase, in comparison to the total volume of purchases will be used to determine success rate. Information to track this progress against this target is available from the SAP system.
- **Achievable:** Consolidation of requirements and information sharing to increase awareness will be used to guide the Department in meeting its target.
- **Relevant:** This target presents an opportunity for Canadian Heritage to procure available greener alternatives to virgin paper
- **Time bound:** Target is ongoing and will be reported against in each year of the Department's Sustainable Development Strategy.

Implementation Strategy:

- Canadian Heritage will continue to monitor paper procurement activities to ensure that the established targets are met.
- Recommendations will be made to clients purchasing paper, promoting green procurement items.

8.11 As of April 1, 2011, each department will establish SMART targets for training, employee performance evaluations, and management processes and controls, as they pertain to procurement decision-making.

| | | |
|--|------------|------------|
| Training for select employees. | | |
| By March 31, 2014, 90% of materiel managers and procurement personnel will have taken a recognized training course on green procurement offered by the Canada School of Public Service and 90% of new acquisition cardholders will have been trained on green procurement practices through departmental training. | | |
| Performance Measure | RPP | DPR |
| Target Status | | |
| Number of materiel managers and procurement personnel who have completed training relative to the total number of materiel managers and procurement personnel. | 80% | |
| Number of new acquisition cardholders (cannot be estimated) who have completed training relative to the total number of new acquisition cardholders. | N/A | |
| Progress against measure in the given fiscal year. | N/A | |

Strategies / Comments

Canadian Heritage has ensured that this target meets SMART criteria, including:

- **Specific:** This target applies to a designated percentage of materiel managers and procurement personnel. There are 17 such positions within the Department. New acquisition cardholders (cannot be estimated) will also be targeted.
- **Measurable:** The number of materiel managers, procurement personnel and acquisition cardholders that have Green Procurement training. Information to track this progress against this target is available through Individual Learning Plans, Human Resources and Workplace Management reports and listings of new card issuances and related training.
- **Achievable:** Trainings will be included in the annual training plans.
- **Relevant:** Materiel managers and procurement personnel generally handle departmental procurements over \$10,000.
- **Time bound:** Target must be complete by March 31, 2014.

Implementation Strategy:

- Canadian Heritage will continue to monitor training activities to ensure that the established targets are met.
- Canadian Heritage will see if control measures or measurement instruments can be implemented to facilitate the tracking of training activities as they relate to green procurement.

Employee performance evaluations for managers and functional heads of procurement and materiel management.

By March 31, 2012, all identified managers and functional heads will have environmental consideration clauses incorporated into their performance evaluations.

| Performance Measure | RPP | DPR |
|--|-----|-----|
| Target Status | | |
| Number of performance evaluations of identified managers and functional heads that have included environmental consideration clauses relative to the total number of identified managers and functional heads. | 4/4 | |
| Progress against measure in the given fiscal year. | N/A | |

Strategies / Comments

Canadian Heritage has ensured that this target meets SMART criteria, including:

- **Specific:** This target applies to 1 designated Manager and 3 Functional Heads of procurement and materiel management.
- **Measurable:** This applies to individuals in the targeted positions.
- **Achievable:** Performance agreements will include Green Procurement provisions.
- **Relevant:** Procurement functional specialists report to these managers and functional heads.
- **Time bound:** Targets are established for a specific period (one fiscal year).

Implementation Strategy:

- Canadian Heritage will continue to monitor the content of performance evaluations for the identified resources to ensure that environmental considerations are included.

Management processes and controls.

By March 31, 2014, a minimum of 3 designated procurement and material management processes and controls will include environmental performance considerations.

| Performance Measure | RPP | DPR |
|---|-----|-----|
| Target Status | | |
| Number of designated procurement and materiel management processes and controls that include environmental performance considerations, relative to all designated procurement and materiel management processes and controls. | N/A | |
| Progress against measure in the given fiscal year. | N/A | |

Strategies / Comments

Canadian Heritage has ensured that this target meets SMART criteria, including:

- **Specific:** Target refers to a specific number of identified management processes and controls.
- **Measurable:** Canadian Heritage will be developing/modifying three management processes and controls to include environmental performance considerations by the end of fiscal year 2013-14.
- **Achievable:** The mandate will be modified accordingly.
- **Relevant:** Priority will be given to processes and controls that affect procurement in excess of \$10,000.
- **Time bound:** Target must be complete by March 31, 2014.

Implementation Strategies

- Canadian Heritage will identify procurement and materiel management processes and controls in regards to the incorporation of environmental performance considerations in its ongoing activities.

Reporting on the Purchases of Offset Credits

Mandatory reporting on the purchase of greenhouse gas emissions offset credits, as per the *Policy Framework for Offsetting Greenhouse Gas Emissions from Major International Events*, should be reported here.

| Performance Measure | RPP | DPR |
|---|-----|-----|
| Quantity of emissions offset in the given fiscal year. <i>(Optional for all RPPs)</i> | N/A | |

Strategies / Comments

- i.
- ii.
- iii.

Green Procurement Reporting For Departments and Agencies Not Bound by the Federal Sustainable Development Act

Departments and agencies bound by the *Policy on Green Procurement* but not the *Federal*

Sustainable Development Act must complete mandatory reporting on meeting the requirements of Section 7 of the Policy on Green Procurement using this section⁵.

Strategies / Comments

- i.
- ii.
- iii.

Voluntary Reporting on Any Other Greening Government Operations Initiative

| [ENTER TARGET OR INITIATIVE] | | |
|--|-----|-----|
| Performance Measure | RPP | DPR |
| [Enter Performance Measure (Using baseline data if available)] | N/A | |
| Progress against measure in the given fiscal year. | N/A | |

Strategies / Comments

- i.
- ii.
- iii.

| [ENTER TARGET OR INITIATIVE] | | |
|--|-----|-----|
| Performance Measure | RPP | DPR |
| [Enter Performance Measure (Using baseline data if available)] | N/A | |
| Progress against measure in the given fiscal year. | N/A | |

Strategies / Comments

- i.
- ii.
- iii.

| [ENTER TARGET OR INITIATIVE] | | |
|--|-----|-----|
| Performance Measure | RPP | DPR |
| [Enter Performance Measure (Using baseline data if available)] | N/A | |
| Progress against measure in the given fiscal year. | N/A | |

Strategies / Comments

- i.
- ii.
- iii.

Notes:

- 1 This would be demonstrated by achieving LEED NC Silver, Green Globes Design 3 Globes, or equivalent.
- 2 Assessment tools include: BOMA BEST, Green Globes or equivalent.
- 3 Assessment tools include: BOMA BEST, an appropriately tailored BOMA International Green Lease Standard, or equivalent.
- 4 This would be demonstrated by achieving LEED CI Silver, Green Globes Fit-Up 3 Globes, or equivalent.
- 5 Alternatively, departments and agencies bound by the *Policy on Green Procurement* but not the *Federal Sustainable Development Act (FSDA)* can follow the approach required of FSDA departments for green procurement by setting and reporting on green procurement targets as specified in the green procurement sections 8.10 and 8.11 above.

SECTION V – Hyperlink to the Canadian Heritage 2012-13 Report on Plans and Priorities, Online Table on Greening Government Operations



Canadian Heritage website: Publications, The Department, *2012-13 Report on Plans and Priorities*: <http://www.pch.gc.ca/pch-ch/publctn/mindep-eng.cfm>

SECTION VI – Hyperlink to the Federal Sustainable Development Strategy



Environment Canada website, *Federal Sustainable Development Strategy for Canada*, October 2010: <http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=F93CD795-1>

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| | |
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*The toll-free lines have agents available to answer your questions, Monday to Friday, 8:30 a.m. to 5:00 p.m. (Eastern Standard Time).

**The TTY is a telecommunication device for people who are deaf, hard of hearing, or speech-impaired.